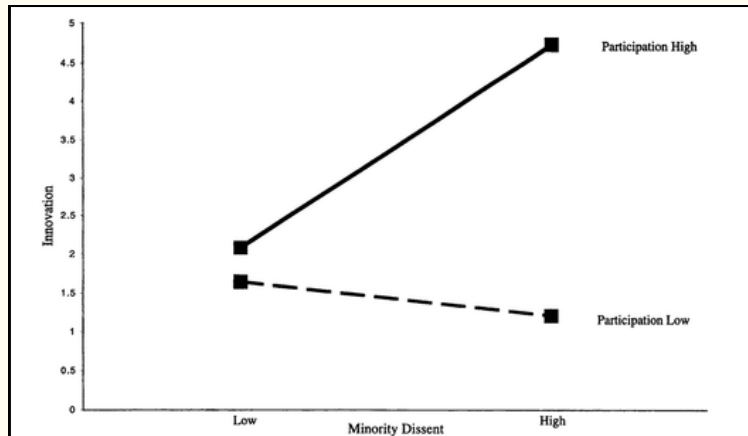




DISAGREEMENT AND INNOVATION



Action to Create High-Performing Teams

To become high-performing, teams must develop a practice of unlearning silence – surfacing divergent perspectives and using them to become more innovative. Teams that effectively surface dissent are more innovative and generate more novel ideas.



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Why This Leads to Higher-Performance: Disagreement and dissent are pivotal in fostering innovation and disruptive thinking. They challenge prevailing assumptions, stimulate critical analysis, and encourage the exploration of alternative solutions, thereby enhancing creativity and leading to groundbreaking advancements.

Why This Is an Issue Today: Cross-functional teams have less relationship capital and less psychological safety. To compound this effect, evidence suggests teams that interact digitally are less inclined to vocalize disagreements or dissent.

New Research – What Works Well in 2025: High-performance teams have a practice to explicitly seek-out and air dissent. The process of seeking-out dissent is standardized, systematic, and operational; the process pursues countervailing opinions and creates more innovative and robust solutions. Leveraging process reduces reliance on relationship.



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